# Project Management Framework

## ITS Project Advisory Board

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>Project Management Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>DATE</td>
<td>29/04/2016</td>
</tr>
<tr>
<td>RELEASE:</td>
<td>Final</td>
</tr>
<tr>
<td>AUTHOR:</td>
<td>Sasenka Abeysooriya</td>
</tr>
<tr>
<td>OWNER:</td>
<td>Project Advisory Board</td>
</tr>
<tr>
<td>VERSION:</td>
<td>V 2.02</td>
</tr>
</tbody>
</table>
Revision History

Date of next revision:

<table>
<thead>
<tr>
<th>Version</th>
<th>Revision Date</th>
<th>Summary of Changes</th>
<th>Changes Marked</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>22/02/2016</td>
<td>Changes to Project Definition and Appendix C – PAB Exceptions</td>
<td>SA</td>
</tr>
<tr>
<td>1.2</td>
<td>25/02/2016</td>
<td>Amend appendix B</td>
<td>PS</td>
</tr>
<tr>
<td>1.3</td>
<td>25/02/2016</td>
<td>Amend Appendix A, C and section 1</td>
<td>SA</td>
</tr>
<tr>
<td>1.5</td>
<td>21/04/2016</td>
<td>Change ITAG to ITARC</td>
<td>SA</td>
</tr>
<tr>
<td>2.0</td>
<td>29/04/2016</td>
<td>Changes to format and project deliverables.</td>
<td>SA</td>
</tr>
<tr>
<td>2.02</td>
<td>01/09/2016</td>
<td>Update to Deliverables</td>
<td>SA</td>
</tr>
</tbody>
</table>

Approvals

This document requires the following approvals. A signed copy should be placed in the project files.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Signature</th>
<th>Date of Issue</th>
<th>Version</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Sheeran</td>
<td>Chair &amp; Executive Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rob Moffatt</td>
<td>Director, ITS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Stockdale</td>
<td>Associate Director, Enterprise Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jodi Phillips</td>
<td>Associate Director, Academic Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas King</td>
<td>Associate Director, University Networks</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Distribution

This document has been distributed to:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Date of Issue</th>
<th>Version</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITS Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table of Contents
1. Purpose of Framework............................................................................................................. 5
2. Application of Framework....................................................................................................... 5
3. Acronym’s & Definitions .......................................................................................................... 5
4. Project Definition ...................................................................................................................... 7
5. Guiding Principles ..................................................................................................................... 7
6. Project Identification, Classification and Selection................................................................. 8
   6.1 Project Identification ............................................................................................................. 8
   6.2 Project Classification ........................................................................................................... 8
   6.3 Project Selection .................................................................................................................. 8
7. Project Phases ............................................................................................................................ 8
8. Project Phase Deliverables ....................................................................................................... 9
   8.1 Project Deliverable Checklist ............................................................................................ 9
   8.2 Minimum Requirement ...................................................................................................... 9
9. Responsibilities .......................................................................................................................... 10
10. Project Rules ........................................................................................................................... 10
11. Mentoring and Advice ........................................................................................................... 11
12. Project Deliverable Repository ............................................................................................. 11
Appendix A – Classification Criteria ......................................................................................... 12
Introduction .................................................................................................................................. 12
Considerations .............................................................................................................................. 12
   Impact ....................................................................................................................................... 12
   Involvement ............................................................................................................................... 12
   Technical Complexity .............................................................................................................. 12
   Vendor Risks .......................................................................................................................... 13
   Cost .......................................................................................................................................... 13
   Effort ......................................................................................................................................... 13
Determining the Result ................................................................................................................. 14
Requirements for Governance ..................................................................................................... 14
Appendix C – PAB Exceptions ................................................................................................... 16
Category 1 – Non-Technical Project ........................................................................................... 16
Category 2 – Non-ITS funded projects ......................................................................................... 16
Category 3 – Repetitive Projects ................................................................................................. 16
- END - ...................................................................................................................................... 17
1. Purpose of Framework
The University of Queensland is committed to continuously improving the delivery of Information and Technology Services (ITS) projects, ensuring stakeholder expectations are met through a successful delivery against time, cost and quality parameters. This framework promotes consistency and control of ITS projects, ultimately reducing risks and increasing project successes.

A consistent, structured approach to the way that ITS projects are started, initiated, implemented and closed, supports the University’s ability to adapt to changing circumstances in a timely manner, whilst ensuring that fiscal responsibility is maintained and quality outcomes are achieved.

The major goals of the framework are to:

- Ensure that projects are aligned with business objectives.
- Improve the quality of project deliverables.
- Increase the number of projects completed on time and within budget.
- Improve control over project requests and workload.
- Enhance control over project changes and “scope creep”.
- Single point of reference for the management of projects
- Provide a portfolio view of projects for the ITS Division

2. Application of Framework
This framework applies to all staff and other members of the University community involved in the delivery of projects in ITS to ensure that appropriate controls are in place throughout the project.

This framework is modelled largely on best practices promoted by the internationally recognised PRINCE2 methodology.

Where appropriate the Project Sponsor or Project Steering Committee can authorise an alternate or varied methodology provided the essential control elements are met.

3. Acronym’s & Definitions
In this framework the following definitions apply:

<table>
<thead>
<tr>
<th>Acronym’s</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>UQ</td>
<td>The University of Queensland</td>
</tr>
<tr>
<td>ITS</td>
<td>UQ’s Information Technology Services Department</td>
</tr>
<tr>
<td>PAB</td>
<td>Project Advisory Board</td>
</tr>
<tr>
<td>SMG</td>
<td>Senior Management Group</td>
</tr>
<tr>
<td>ITARC</td>
<td>Information Technology Architecture Review Committee</td>
</tr>
<tr>
<td>AS</td>
<td>Academic Services</td>
</tr>
<tr>
<td>CS</td>
<td>Corporate Support</td>
</tr>
<tr>
<td>EDS</td>
<td>Enterprise Data Services</td>
</tr>
<tr>
<td>ES</td>
<td>Enterprise Support</td>
</tr>
<tr>
<td>UN</td>
<td>University Networks</td>
</tr>
<tr>
<td>BAU</td>
<td>Business as Usual</td>
</tr>
<tr>
<td>SME</td>
<td>Subject Matter Expert</td>
</tr>
<tr>
<td>PM</td>
<td>Project Manager</td>
</tr>
<tr>
<td>PID</td>
<td>Project Initiation Document</td>
</tr>
<tr>
<td>PSR</td>
<td>Project Status Report</td>
</tr>
</tbody>
</table>
Project Management Framework

ITS Project Advisory Board

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIR</td>
<td>Post Implementation Review</td>
</tr>
<tr>
<td>PMM</td>
<td>Project Management Methodology</td>
</tr>
<tr>
<td>PMF</td>
<td>Project Management Framework</td>
</tr>
<tr>
<td>PPM</td>
<td>Project Portfolio Management</td>
</tr>
</tbody>
</table>

**Definitions**

**ITS Project** - A project is a temporary endeavour with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. Refer to section 4 for detailed definition.

**ITS Program** means a set of related ITS Projects and activities in order to deliver outcomes and benefits related to the University’s strategic objectives.

**Business Case** means the justification for an ITS project which contains resources required, benefits, risks and timescales, and against which continuing viability is tested.

**Project Register** is a submission system on ITS intranet. It holds basic information about the project, along with the business case for the project. All ITS projects are required to be listed on the project register. URL: [http://itprojects.uq.edu.au](http://itprojects.uq.edu.au)

**ITS Portfolio** means all the ITS Programs and stand-alone ITS Projects being undertaken by the ITS department.

**Project Team** - A temporary organisation that is created for the purpose of delivering one or more business outcomes according to an agreed Business Case (Scope). Often broken down as follows:

- Project Sponsor
- Project Steering Committee
- Project Manager
- Project Team.

**Project Outcome** is a minor or major change, a new service, process or requires organisational development.

**ITS Staff Resource** - Taking away staff from ‘Business as Usual’ work to work on this temporary endeavour instead.

**Business as Usual (BAU)** - The normal execution of standard functional operations within the ITS department. BAU may also stand in contradi distinction to external events which may have the effect of unsettling or distracting those inside an organisation.

**PRINCE2** is a Project Management Framework.

**Project Initiation Document (PID)** means a document which brings together the key information needed to start the project on a sound basis and to convey that information to all concerned with the project.

**Post Implementation Review (PIR)** process collects and utilises knowledge learned throughout a project to optimise the delivery and outputs of future projects.

**Scope Creep** in project management refers to uncontrolled changes or continuous growth in a project’s scope which can lead to the schedule and budget not being met. This can occur when the scope of a project is not properly defined, documented, or controlled.

**Starting up a Project** - Takes place prior to the project, is designed to assure key stakeholders that there are benefits in undertaking the project. The purpose of this process is to capture previous lessons, appoint a project manager, project team and outline these in a Business Case.

**Initiating a Project** – The objective of this process is to formalise the project.

**Manage Project Delivery** - The objective of this process is to ensure that planned products are created and delivered.
Closing a Project - The purpose of this process is to execute a controlled close to the project. The process covers the Project Manager’s work to wrap up the project either at its end or at premature close.

Work Package is a Product or Deliverable, a tangible or intangible thing that needs to be created.

Project Management Methodology - Appropriate management and controls through the four phases of Starting up a Project, Initiating a Project, Project Delivery and Closing a Project.

Business Unit – There are five Business Units in ITS. Academic Services (AS), Corporate Support (CS), Enterprise Support (ES), University Networks (UN) and Enterprise Data Services (EDS).

4. Project Definition

A project is a temporary endeavour with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value.

Characteristics of a project which makes it different from ‘business as usual’ are:

- Change – A project introduces change.
- Temporary – A project is temporary in nature. Once a desired change has been implemented, business as usual resumes.
- Cross-Functional – Projects involve a team of skilled people working together temporarily.
- Unique – Every project is unique. (e.g. Team, customer, location)
- Uncertainty – All factors above will bring threats and opportunities.

5. Guiding Principles

A project is created for the purpose of delivering one or more products, services or results according to a specified business case. A project will deliver capital assets, information technology assets or changes to processes or structures. It should have a defined scope, deliverable, start and end date, cost and be conducted in an appropriate quality controlled manner.

The following principles underpin the framework:

**Quality**: Projects should provide value for money, fit-for-purpose products and service solutions, delivered in a professional, efficient manner;

**Timeliness**: Projects should be completed on time and, when necessary, schedule adjustments should be made through Change Control;

**Teamwork**: All project staff members should work together, share knowledge and information, and cooperate to deliver quality projects;

**Consistency**: Projects should be managed in a consistent fashion to maximise staff productivity and to take advantage of prior experiences;

**Cost**: Projects should operate within the financial constraints agreed at the commencement of the project and, when necessary, adjustments should be made through a carefully considered process;

**Business Value**: All projects, regardless of size or scope, should be linked to business objectives;

**Communication**: Projects should be managed to ensure that all parties are continually informed of progress, problems and changes to ensure support and effective participation; and
Flexibility: Project management practices should be structured to suit organisational needs and capacities, as well as project requirements. They should be scalable, so that reasonable practices are applied to projects of lesser scope, duration, risk and visibility.

All ITS projects must be entered in the ITS Project Register (Unless an exception is granted by the PAB. Refer to Appendix C – PAB Exceptions for more information).

For all criteria that the PAB evaluates proposed projects, refer to Appendix B – PAB Evaluation Criteria for more information.

6. Project Identification, Classification and Selection
Projects will be ranked and prioritised by the PAB based on their urgency and strategic value to the University, taking into account potential impacts on existing initiatives.

Refer to Appendix B – PAB Evaluation Criteria for more information.

6.1 Project Identification
Projects will be identified for consideration after a Business Case has been formally submitted in the Project Register. The business case must be signed by the Project Proposer and Associate Director of the Business Unit.

6.2 Project Classification
Projects are classified as ‘small’, ‘medium’ and ‘large’. This classification process is carried out as part of the Business Case submission in the Project Register.

Refer to Appendix A – Classification Criteria for more information.

6.3 Project Selection
Projects will be ranked and prioritised based on their strategic value to the University, taking into account resourcing, risks and potential impacts on existing initiatives. For example, questions such as; is the proposed project (outcome) a duplicate of another project? Or has there been a strategic change? – should be asked when reviewing the project at each stage.

7. Project Phases
There are four main phases for any project:

- Starting up a Project
- Initiating a Project
- Managing Project Delivery
- Closing a Project

Appropriate management and controls through each of these four phases is essential to deliver projects effectively.
8. Project Phase Deliverables

8.1 Project Deliverable Checklist

A Project Deliverable Checklist, is an agreement between the Project Manager and Steering Committee on which documents are expected to be delivered as part of the project. Therefore, this checklist should be filled in and agreed upon during the first meeting between the Project Manager and Steering Committee.

A link to the Project Deliverable Checklist can be found [here](#).

8.2 Minimum Requirement

Below is the minimum requirement for project deliverables that are expected to be delivered for small, medium and large projects.

<table>
<thead>
<tr>
<th></th>
<th>Small Projects</th>
<th>Medium Projects</th>
<th>Large Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starting up a Project</td>
<td>• Business Case</td>
<td>• Business Case</td>
<td>• Business Case</td>
</tr>
<tr>
<td>Initiating a Project</td>
<td>• Project Initiation Document (PID)</td>
<td>• Project Initiation Document (PID)</td>
<td>• Project Initiation Document (PID)</td>
</tr>
<tr>
<td></td>
<td>• Brief Communication Plan</td>
<td>• Brief Communication Plan</td>
<td>• Schedule</td>
</tr>
<tr>
<td></td>
<td>• Brief Risk Plan</td>
<td>• Change Management Plan (if required – refer to <a href="http://www.hr.uq.edu.au/organization-change">http://www.hr.uq.edu.au/organization-change</a>)</td>
<td>• Communication Plan</td>
</tr>
<tr>
<td></td>
<td>• Change Management Plan (if required – refer to <a href="http://www.hr.uq.edu.au/organization-change">http://www.hr.uq.edu.au/organization-change</a>)</td>
<td></td>
<td>• Risk Plan</td>
</tr>
<tr>
<td>Managing Project Delivery</td>
<td>• Project Dashboard</td>
<td>• Project Dashboard</td>
<td>• Project Dashboard</td>
</tr>
<tr>
<td></td>
<td>• Communications Plan</td>
<td>• Communications Plan</td>
<td>• Communications Plan</td>
</tr>
<tr>
<td></td>
<td>• Project Status Report (PSR)</td>
<td>• Project Status Report (PSR)</td>
<td>• Project Status Report (PSR)</td>
</tr>
</tbody>
</table>

**ITARC Review Required**

(Unless an exception applies. Refer to Appendix C – PAB Exceptions)
9. Responsibilities

Project Proposer – The Project Proposer is responsible for the development of the Business Case and the submission of the Business Case in the Project Register.

Project Advisory Board – The PAB is responsible for the portfolio of ITS projects, it reviews and prioritises/rejects new projects. An important aspect of the advisory board is its authority to redirect the project if the team is not addressing technical, programmatic, or business issues. The PAB aims to provide a consistent framework across all ITS projects to ensure that project outcomes are aligned to organisational strategy and the project has appropriate oversight (see Steering Committee Responsibilities).

Steering Committee has overall responsibility for ensuring that a project or program meets its objectives and delivers the projected benefits. It must ensure that the project maintains its business focus, that it has clear authority and that the work, including risks, is actively managed. The Steering Committee is also responsible for the strategic direction and reporting to the University Executive and other stakeholders is undertaken effectively. The Steering Committee is responsible for approving budget, and monitoring risks, quality and timeliness, and is chaired by the Project or Program Sponsor.

Project or Program Manager is responsible for the day to day running of a project. This includes planning, influencing others, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks. Also responsible for the Retention of Deliverables by storing them in the Project Register.

Project Sponsor – Typically the budget holder. Also carries the overall responsibility of the project.

10. Project Rules

All ITS Projects must be submitted in the IT Project Register unless an exception applies. (Refer to Appendix C – PAB Exceptions)

All ITS projects will be assigned a Project Sponsor and a Project Manager.

All ITS Projects must be reviewed by ITARC unless an exception applies. (Refer to Appendix C – PAB Exceptions)

All Medium and Large projects will be formally handed over to functional and ITS operations groups, ensuring that adequate training and documentation has been provided prior to the event.

A Post Implementation Review (PIR) will be conducted for all Large projects after the new system or modifications are moved into production.
11 Mentoring and Advice
Mentoring, advice and support will be provided by the PAB. Refer to the PAB Terms of Reference document to view all roles and responsibilities for the PAB.

12. Project Deliverable Repository
All formal deliverables produced throughout the course of a project/program is required to be stored on an accessible platform. (e.g. SharePoint). Storing the documentation on the Project Register is optional.
Appendix A – Classification Criteria

Introduction
It is important that a scalable Project Management Methodology (PMM) is in place in any organisation and regardless of the classification of a project, a consistent process is followed from start to finish.

Project Managers define a project's size based on the:

- Total financial resources required
- Number of team members involved
- Number and size of deliverables to be produced
- Complexity of deliverables to be produced
- Timeframes involved in delivery etc.

Generally, as the project size increases, the complexity of the project will often increase as well.

Each project will evaluate each of the 4 considerations (technical complexity, vendor risk, cost, effort), and assign a result ranging from 1 to 4 with lower results representing lower risk. The considerations total and visibility score determine the classification.

Considerations

Impact
This first parameter looks at the overall impact of a project. It determines the “tolerance level” which essentially means that we need to be progressively more cautious as the sphere of impact expands.

1. Only within ITS
2. Only the Information Technology (IT) community within UQ
3. A single Business Group (e.g. HR Community)
4. Wider UQ

Involvement
Four levels of involvement are defined below:

1. Involvement of only a single team within a single business unit of ITS. High tolerance levels;
2. Involvement of multiple teams within one single business unit of ITS. Moderate tolerance levels;
3. Cross team involvement of multiple business units of ITS. Low tolerance levels.
4. Cross team involvement of multiple business units of ITS and wider UQ. Very low tolerance levels.

Technical Complexity
Four areas of technical complexity are defined below:

- The team / vendor has not installed the product or performed the task before
- The product / release is untested (UQ is first site or first University site)
- Significant effort to rollback (or impossible)
- Technically complex solution.

The possible values for this parameter depend on how many of these apply:

1. Meets none of the above criteria
2. Only one of the above criteria
3. Only two or three of the above criteria applies
4. Meets all of the above criteria apply

**Vendor Risks**

Have we had previous experience with the vendor, and what has been the outcome?

Values are:

1. Good vendor relationship and previous good results
2. No previous relationship with vendor or mixed previous results
3. No previous relationship and no references
4. Poor relationship or poor previous results

**Cost**

The estimated cost of the project.

Values are:

1. Less than $100K
2. Between $100K and $250K
3. Between $250K and $1 Million
4. More than $1 Million

**Effort**

The estimated time for the length of this project.

Values are:

1. Less than 60 days
2. Between 60 days and 120 days
3. More than 120 days
4. More than 365 days
Determining the Result

Once we have determined the values associated with each of the above factors, we can ascertain whether the project is classified as Small, Medium or Large. Consider the impact factor separately and add up the scores of the remaining five factors, giving a value between 5 and 20.

Online Project Calculator can be found [here](#).

<table>
<thead>
<tr>
<th>Score (from Involvement, Technical Complexity, Vendor Risks, Cost and Effort)</th>
<th>Within ITS (Visibility = 1)</th>
<th>UQ IT Community (Visibility = 2)</th>
<th>Single Business Group (Visibility = 3)</th>
<th>Wider UQ (Visibility = 4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 or 6</td>
<td>Small Project</td>
<td>Small Project</td>
<td>Medium Project</td>
<td>Medium Project</td>
</tr>
<tr>
<td>7 to 10</td>
<td>Small Project</td>
<td>Medium Project</td>
<td>Medium Project</td>
<td>Large Project</td>
</tr>
<tr>
<td>11 to 14</td>
<td>Small Project</td>
<td>Medium Project</td>
<td>Large Project</td>
<td>Large Project</td>
</tr>
<tr>
<td>15 or 16</td>
<td>Medium Project</td>
<td>Medium Project</td>
<td>Large Project</td>
<td>Large Project</td>
</tr>
<tr>
<td>17 to 20</td>
<td>Medium Project</td>
<td>Large Project</td>
<td>Large Project</td>
<td>Large Project</td>
</tr>
</tbody>
</table>

The PAB will continue to review and update the weightings to ensure their relevance is maintained.

Requirements for Governance

The table below provides a few examples of how required levels of rigour and documentation differ according to the project classification.

<table>
<thead>
<tr>
<th>Steering Committee (SC)</th>
<th>Business Case</th>
<th>Project Stages/Decision Points</th>
<th>Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Small Project</strong></td>
<td>No formal SC or SC chaired and staffed entirely within ITS</td>
<td>Formal Business Case Required to justify Project Initiation</td>
<td>Project will proceed to completion once started</td>
</tr>
<tr>
<td><strong>Medium Project</strong></td>
<td>Formal SC</td>
<td>Formal Business Case Required to justify Project Initiation</td>
<td>At least one point at which SC formally approves project proceeding to the next stage</td>
</tr>
<tr>
<td><strong>Large Project</strong></td>
<td>Formal SC including external membership</td>
<td>Formal Business Case Required and revised at various stages to justify Project Initiation</td>
<td>Probably multiple points at which approval has to be given to proceed.</td>
</tr>
</tbody>
</table>
Appendix B – PAB Evaluation Criteria

The PAB will consider the following prior to approving a project.

Refer to PAB Principles Spreadsheet for more information.

- Strategic Value to the organisation
- Scrutinise the project documentation for accuracy and detail for the following:
  - Stakeholder/Management Support and or Commitment
  - Cost
  - Appropriateness of Resources (including Staffing etc.)
  - Impact on Teams
  - Expected Timeline
  - Risk Level
  - Scope
  - Communication
  - Governance
- Impact on Current Processes
- Dependencies on other Projects
- Is the Project Achievable
Appendix C – PAB Exceptions

Category 1 – Non-Technical Project
No ITARC Review Required
If an ITS project does not include any Information Technology solution (e.g. Organisational Change project), PAB may grant an exception and no ITARC review is required.

Category 2 – Non-ITS funded projects
No Business Case Writing Required
If an ITS project is initiated and funded outside the ITS organisation and only staffing is resourced from ITS, the provided document, email/LANDesk request may act as the Business Case in the Project Register.

If there is a P&F Project Control Group (PCG) in place, the official PcG business case must be submitted in the Project Register.

Category 3 – Repetitive Projects
Projects Exempt from Board Review
If a project is repetitive and does not meet the criteria for being classified as a project (as defined in the ITS Project Management Framework document) you may choose to not include this project in the project register. Your Associate Director may advise you if there is any confusion.

However, this exemption does not apply to P&F projects over $5,000,000. P&F Project over $5,000,000 must be included in the Project Register and reviewed by the PAB.
Project Management Framework
ITS Project Advisory Board

- END -